

**NEWS RELEASE****FOR IMMEDIATE RELEASE****July 3, 2006**

## **Dentsu Promotes Three Work Principles in Its Continuing Effort to Serve as “A True Partner in Creating Value”**

*—President Mataki Addresses Dentsu Employees at the 105th Anniversary Ceremony  
Commemorating the Company’s Foundation—*

Dentsu Inc. (President: Tateo Mataki; Head Office: Tokyo; Capital: 58,967.1 million yen), held a ceremony commemorating the 105th anniversary of the Company’s foundation at 10:00 a.m. on July 3, 2006, at its Tokyo Head Office and at its Kansai and Chubu branch offices.

The Tokyo Head Office ceremony took place in the Dentsu Hall on the first floor of the Head Office Building in Shiodome, where President Mataki delivered a speech on Group strategy.

Following are highlights of the speech.

“The environment surrounding clients, media-related companies and consumers is currently undergoing a radical change, while the expectations regarding Dentsu’s services are increasing significantly. Clients are facing harsh competition as a result of economic globalization, while media-related companies are in the midst of converting to digital formats. Meanwhile, consumers are taking the lead in searching out information and providing information for others on an unprecedented level. Not only in terms of quantitative and qualitative changes, advertising communications are also expected to transform greatly in both paradigm and scope.

“To maintain its position as a chosen partner, the Dentsu Group must immediately identify society’s emerging needs and work tirelessly to take the initiative. Through these efforts, the Dentsu Group can achieve its social mission to generate vitality in society, happiness and to the promotion of peace. Our Group vision of becoming ‘A Partner in Creating Value’ provides the guideline for realizing this mission.

“It is vital for the Dentsu Group to take its business model to the next stage, and in doing so, will build a new and stronger business paradigm. The Group’s history will offer valuable lessons in how to successfully achieve this transformation.

The Dentsu Group began 105 years ago with the establishment of Japan Advertising Ltd. and Telegraphic Service Co., which engaged in both advertising and communications operations. Dentsu’s first ‘evolutionary transformation’ came 35 years after its establishment, when it relaunched itself as a full-fledged advertising agency. Dentsu’s second ‘evolutionary transformation’ took place in the 1950s, during the launch of commercial broadcasting in Japan. Throughout the Dentsu Group’s 105-year history, it has carefully identified emerging changes in society to become the communications company it is today.

“Consolidated net sales in the current fiscal year are projected to reach our goal of making Dentsu ‘a two trillion yen Group,’ making this year a memorable one for us. This will indeed represent a milestone in our 105-year history, and the next few years, I believe, will also comprise an important period in determining the future direction of the Group. For this reason, we need to make steady progress in our ‘third evolutionary transformation’ as we continue our effort to serve as ‘A True Partner in Creating Value.’

“To reach this goal, we must change the way we work. Towards this end, we have set three specific principles.

“First, we should strive to further promote a ‘Groupwide and Globally Oriented’ perspective. The Group’s myriad work situations produce a diverse range of professional skills. As time goes on, it will become even more imperative that we utilize our cross-Group linkages to create new value that only the Dentsu Group can offer, and provide the highest level of services possible as a one-stop business partner. As our clients move to compete on a global scale and national borders gradually lose their significance in the media environment, I want all members of the Dentsu Group to foster their ‘Groupwide and Globally Oriented’ outlook on a daily basis.

“Second, we must reinforce our groupwide policy which dictates that ‘every single employee must be actively involved in promoting our business.’ Each and every employee must strive for

the enhancement and ‘cultivation’ of his or her professional skills. By sharing knowledge with a wide array of peers, we can build up our experience of participating in the ‘emergence’ of new ideas that are generated as a result of the synergies created within the team. This is a key part of our personal growth. By sharing this process and expertise across the entire Group—at a time when we are building a structure that can be implemented on a global scale—the Dentsu Group will become an even greater team of professionals.

“Third, we must endeavor to realize ‘a positive work–life balance and a robust sense of social responsibility.’ As ‘A Partner in Creating Value,’ to continue creating optimal value for our clients, we must each expand our personal experience by learning about the diverse values of many different regions, cultures and generations to enhance our insight. To make this possible, we must try to achieve a balance between our work life and home life. This work-life balance is crucial in fully realizing our potential and creating a conducive working environment. Furthermore, to achieve our vision of becoming ‘A Partner in Creating Value,’ both as a company and as individuals, we must take action as responsible members of society. It is essential that we gain the trust of society and develop mutual empathy with the wider community.

“The common thread running through the three new work principles; ‘Groupwide and Globally Oriented’ perspective, ‘every single employee must be actively involved in promoting our business’ and ‘a positive work-life balance and a robust sense of social responsibility’, is a basic respect for diversity.

“In striving to exercise ‘cultivation and emergence,’ Dentsu Group members, with their diverse range of professional talents, comprise the foundation for the Group’s increasing corporate value.”

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